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STRATEGY COMMITTEE MEETING REPORT

19TH -20TH JUNE 2025, ARUSHA, UNITED REPUBLIC OF TANZANIA

1. Object Strategy Committee meeting Report	References/Paragraphs Acts of the Union
2. Decision expected <ul style="list-style-type: none">• Review and adoption of the Committee's Report;• Adoption of the draft Resolution contained in the Annex.	

1. INTRODUCTION

The Strategy Committee Meeting was held on 19th June 2025 at the PAPU Tower, Arusha, in the United Republic of Tanzania. The report thereof is presented to the 43rd Ordinary Session of the PAPU Administrative Council for consideration.

2. SUBMISSION OF THE REPORT

The Report and a draft Resolution attached herewith are hereby submitted.

3. CONCLUSION

The 43rd Ordinary Session of the PAPU Administrative Council is invited to:

- i) Examine and adopt the Report;
- ii) Adopt the draft Resolution.



STRATEGY COMMITTEE MEETING REPORT

19th -20th June2025, Arusha, United Republic of Tanzania

1.0INTRODUCTION

The Strategy Committee meeting was held on 19th June 2025 in Arusha, Tanzania, and was chaired by Uganda (1st Vice Chair) on behalf of Tunisia (Chairman).

2.0 OPENING REMARKS

2.1 Chairperson's Remarks

The Chairperson, **Ms. Agatha Kyankuzire Mbabazize**, officially opened the day's proceedings and deliberations at **06:20 GMT**. She warmly welcomed all participants, both those attending in person and those joining virtually, and expressed appreciation for their commitment to the work of the Strategy Committee.

In her opening remarks, the Chairperson expressed satisfaction with the meeting agenda, noting that the issues scheduled for discussion span the critical pillars of **Disaster Risk Management (DRM)** and **Investments and Projects**, both of which are central to the strategic direction of the Union.

She encouraged **Member States** to engage actively and contribute meaningfully to the deliberations over the course of the **two-day meeting**, held on **19th and 20th June 2025**, emphasizing that the outcomes of this session, including the final report will be submitted to the **43rd Ordinary Session of the PAPU Administrative Council** for consideration and adoption.

In conclusion, Ms. Mbabazize extended her gratitude to the members of the Bureau for their continued dedication and support, and she wished all participants productive and fruitful discussions.

2.2 PAPU Secretary General's Remarks

The Secretary General, Dr. Sifundo Chief Moyo, thanked the Chairperson, Ms. Agatha Kyakunzire (Uganda), for her willingness to chair the meeting on behalf of Tunisia, Chairman of the Committee. He thanked the entire Bureau, composed of Tunisia, Uganda, Burkina Faso, and Namibia for their usual inspiring leadership. He congratulated the participants for taking the time to attend the Strategy Committee meeting. He then reiterated the fact that the Strategy Committee carried out its work through two working groups and a Task Force, namely:

- a. Disaster Risk Management;
- b. Investments and Projects; and
- c. The former Opening of UPU to Wider Postal Sector Players Task Force.

Furthermore, the Secretary General took this opportunity to renew his compassion and moral support to the Member States affected by tropical cyclones as well as floods.

He briefly reminded the meeting about the Strategy Committee's main objectives which are as follows:

- To guide the development of the Union's strategy (four-year action plan) and the Union's business plan;
- To oversee the continuous review of the Union's strategy and business plan, including the development of relevant key performance indicators;
- To develop and review the Union's vision, mission and strategy at regular intervals;
- To guide the alignment of the PAPU Action Programme with the UPU Global Strategy and the Regional Development Plan for Africa.

He continued by saying that the PAPU Strategy Committee remains the ideal convergence point for the African postal fraternity to discuss issues of common interest regarding strategy in Africa. To this end, the Strategy Committee ought to guide African designated operators in discussing issues of common interest regarding Strategy in Africa.

The Secretary General congratulated the Chairperson, his entire Bureau, and the members on their commitment to the committee's work. He assured them that the PAPU General Secretariat would always support the Committee's to ensure that it is successful. Finally, he wished the participants fruitful deliberations.

3.0 CONFIRMATION OF THE BUREAU

The Bureau of the Committee is as follows:

- Chairperson: Tunisia;
- 1st Vice Chairperson: Uganda;
- 2nd Vice-Chairperson: Burkina Faso;
- Rapporteurs: Namibia.
- Secretariat: PAPU General Secretariat.

3.1 Member States of the Committee

The Committee is composed of the following Member States: Algeria, Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Kenya, Madagascar, Malawi, Namibia, Niger, Nigeria, Senegal, South Africa, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe.

3.2 Participation

3.2.1 Member States present (Physically and online):

The following member States were present: Algeria, Burkina Faso, Botswana, Republic of Congo, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mali, Morocco, Namibia, Niger, Nigeria, Uganda, Senegal, South Africa, Tanzania, Tunisia, Zambia, and Zimbabwe.

3.2.2 PAPU General Secretariat

The General Secretariat provided secretarial services for the meeting. The Secretary General and Assistant Secretary General were present to lead the General Secretariat team.

4.0 ADOPTION OF THE AGENDA

The agenda below was adopted based on Namibia's proposal, supported by Kenya and Malawi after Egypt's request to include Update on the Work of UPU Council of Administration (CA) Committee 2 on Customs Policy and Regulatory Issues under AOB.

a) **Review of strategy and priority areas**

- ✓ Status of implementation of the Committee's 2024-2025 Strategy Programme of Activities - **General Secretariat**
- ✓ PAPU Strategy for the 2026-2030 Four-Year Cycle Strategic Priorities and Interventions - **General Secretariat**

b) Working Group on Investments and Projects:

- ✓ Report of the Working Group - **Chairperson (Botswana)**

c) Disaster Risk Management Working Group:

- ✓ Report of the Working Group - - **Chair (South Africa)**

d) Way forward on the former Opening of UPU to Wider Postal Sector Players

- ✓ Task Force Report - Chairperson (Cameroon)

e) **Information and Communication Technology (ICT)**

- ✓ Report on General Secretariat ICT Issues - **General Secretariat**
- ✓ Update on the PAPU ICT Capacity Building Centre - **General Secretariat**

f) Strategy Committee Draft Annual Action Plan 2025-2026

g) Date and Venue of the Next Meeting

h) Any Other Business (AOB)

i) Adoption of the Committee Report

j) Closing

5.0 STATUS OF IMPLEMENTATION OF THE COMMITTEE'S 2024-2025 STRATEGY PROGRAMME OF ACTIVITIES (2024/2025)

The General Secretariat presented the progress report on the implementation of the Strategy Committee's activity programme contained in document **PAPU/CAT/SC/01/2025 - Doc No. 02**.

The Committee noted the considerable progress made in implementing the Committee's Programme of Activities through its two Working Groups and a Task Force. Document is attached to this report for approval by the Council as **Annex 1**.

The following comments were raised after the presentation:

a) It was observed that the development of the Project Management Policy which was supposed to have been completed in Q1 2024 was still outstanding. This was clarified by the General Secretariat that the forecasted mandatory contribution from Member States, which constitute more than 80% of the Union's resources did not come through or came through late.

b) The secretariat noted the suggestions regarding improving the profitability of the PAPU Tower investment, including the suggestion of engaging the marketing of the Tower to internationally recognized real estate experts.

c) The Chairperson encouraged the Committee to ensure that ongoing and outstanding activities are undertaken and completed.

The progress report was adopted for inclusion of the Strategy Committee Report to be tabled to the Administrative Council for consideration.

6.0 PAPU STRATEGY FOR THE 2026-2030 FOUR-YEAR CYCLE STRATEGIC PRIORITIES AND INTERVENTIONS

The General Secretariat presented Doc PAPU /CAT/SC/01/2025 - Doc N°03 highlighting the following main areas:

a) Strategic Objectives (Regional and Global)

b) Vision And Mission

c) Strategic Analysis and Trends

d) Pestel Analysis

- e) Swot Analysis**
- f) PAPU Strategic Objectives**
- g) Goals To Deliver on Papu Strategic Plan**
- h) Implementation of Strategic Plan 2021/22-2024/25**
- i) Review of the Strategy- Successes and Challenges in Implementation of Strategic Plan 2021/22-2024/25**
- j) Meeting Expectations of Stakeholders amidst Challenges**
- k) Development of the PAPU Strategic Plan 2026-2030**
- l) Africa's Key Priority Areas**
- m) Postal Reform - Expectations and Realities**
- n) Alignment to the Dubai Postal Strategy**
- o) Strategic Implementation and Process**
- p) Financing of the Strategic Plan Implementation**
- q) Key Performance Indicators**
- r) Quadriennial Programme of Action for Period 2026 - 2030**
- s) Risks Related to the Implementation of the Strategy Plan**
- t) Mitigating the Risks**
- u) Communicating the Strategy**
- v) Monitoring and Evaluation**

Following the presentation of the PAPU Strategy for the 2026-2030 Four-Year Cycle the following interventions, contributions and clarifications were made:

- a) There is need to focus on E-commerce**

- b) Climate change is a major concern for global citizens. The fight or efforts to combat it should be expected more from the most polluting countries. This would allow Africa which contributes only 3% to carbon Emission to focus on other priorities of development;
- c) It was noted that investing in GMS is not the only way to go since the analysis of questionnaires reveals that Africa is not benefiting from this system since it is costly, not fit for purpose and yet the benefits are minimal for African countries. it was noted that only one country has benefited from the Quality of Service link in Africa. the Committee requested that an assessment must be done on the system GMS in order to review the benefits. It was further proposed that whilst alternatives should be explored Member States should consider investing in tracked registered mail, small packets and parcels;
- d) It is important to invest in bankable projects rather than in initiatives such as GMS. In this regard, projects based on the AU Project on Digitalization for the improvement of postal Services in Africa could be prioritized by identifying potential development partners who could fund the projects;
- e) The Strategy should incorporate AfCFTA initiatives including cross broader trade;
- f) There is need to include harmonization;
- g) There is need to share a table which should contain a schedule of events outlining all activities until the strategy is adopted by the Plenipotentiary Conference in March 2026;
- h) Emphasis was place of the need to come up with an elaborate Monitoring and evaluation mechanism of the Strategy;
- i) Funding mechanism using QSF etc. was clarified that PAPU can only Coordinate projects using such funds since PAPU is not an operator;
- j) The budget will be included in the strategy after coming up with Quadrennial Action plan which will contain all activities to be undertaken in the next cycle;
- k) On Risks, it was clarified that the table containing Risks was taken from the UPU and cannot be alter since it is based on a survey;
- l) Mitigation measures ought to be included in the Strategy;
- m) The strategy needs to be clearly structured into chapters etc;
- n) Human Resources matters need to be considered in the Strategy for the next cycle, especially by taking on board the academia;
- o) There is need top clearly spell out Quality of service improvement in the document since this an issue for the African post;

- p) There is need to incorporate matters to deal with electronic addressing in the future strategy;
- q) Consideration should be made to include digitalized currencies in the post going forward. Regulators should therefore consider integrating electronic currency in the postal ecosystem;
- r) Top goal of the Strategy should be presented in a page. The top goals may be published in the PAPU social media;
- s) There is need for personal data protection as the Post empathizes on ecommerce and this needs to be clear in the Strategy;
- t) There is need to focus on the selected priorities and work towards gaining the trust and confidence in the post as Africa is the future potential market for the world. It is therefore important that Member Staes that are lagging behind are assisted accordingly.

The General Secretariat took note of the contributions and interventions and acknowledged that at this stage the general secretariat has only presented a draft, which, in principle, is supposed to be amended.

The Committee proposed to establish an Expert Team of volunteers to improve the draft strategic plan 2026-2030. This team comprises the following Member States: Burkina Faso, Egypt, Eswatini, Ghana, Kenya, Malawi, Mali, Senegal, Uganda, Tanzania and Zimbabwe. The secretariate was tasked with coordinating the work of the Experts.

The Committee thereafter noted the observations and comments and adopted the draft Strategy for consideration by the Administrative Council.

7.0 INVESTMENTS AND PROJECTS WORKING GROUP

7.1 Presentation of the Working Group report

Since the Chairman of the Working Group on Investments and Projects was not available, the 2nd Vice-chairman of the Investments and Projects Working Group, Burkina Faso, presented the report of the meeting, which was held virtually on 28th April 2025 under document No. **PAPU/CAT/SC/01/2025-DOC N°04**.

The report focused on the following main areas that were discussed at this meeting:

- Status of implementation of the Action Plan of the Working Group on Investments and Projects;
- Report on the PAPU Tower investment project;
- Strategic interventions for the next cycle (2026-2030).

7.2 Presentation of the PAPU Tower Project Report

The General Secretariat presented the report on the PAPU Tower Project as of May 2025.

This report focused on the following key points:

- a) Completion and inauguration of the project;
- b) Objective and accessories of the PAPU Tower Project;
- c) Project financing
 - i. Project cost
 - ii. Excess TCRA Contribution
 - iii. Financing of work in progress and pending
- d) Occupation of the PAPU Tower
- e) Building occupancy rate since its inauguration on September 2, 2023
- f) Status of rent collection
- g) Projected revenues
- h) Project recovery time.

7.3 Strategic interventions for the next cycle (2026-2030)

7.3.1 PAPU priority areas and interventions

Based on the outcomes of the 42nd Ordinary Session of the PAPU Administrative Council, the Committee was enjoined to recall the following priority areas for the 2024/2025-2026-2030 cycle:

- a) **Engage in digital transformation:** for product development, diversification and through this, the realization of high-quality and cost-effective delivery offerings, the adoption of Fintechs to ensure a postal service that enables all citizens and businesses to connect, grow and include all citizens in rural or urban communities on an equal basis by giving them digital access to affordable, easy-to-access, reliable and financially literate financial services;
- b) **Embracing e-commerce:** Developing an integrated e-commerce platform and a robust money transfer system;

- c) **Improve customer experience:** Improve delivery speed, reliability, and communication; implement real-time tracking and convenient services; streamline returns and customer support; establish a model logistics and warehousing infrastructure to improve the upstream and downstream aspects of the e-commerce supply chain.

7.3.2 Digitization for the improvement of postal services in Africa Project - Identified projects

The Committee was informed about the progress made on the Digitization for the improvement of postal services in Africa Project, which was approved by the African Union Heads of State and Government in February 2024. The project is essentially supposed to be in the implementation phase. Based on the recommendations contained in the project report and the identified priority areas, the following projects were proposed for implementation:

- i) Development of an integrated e-commerce platform;
- ii) Establishment of a model logistics and warehousing infrastructure to improve the upstream and downstream aspects of the e-commerce supply chain;
- iii) Implement the digitization project to improve postal services in Africa.

7.3.3 Resource Mobilization: Donors and Investors Conference

Project implementation is crucial when a project plan moves from the conceptual stage to delivering tangible results. This phase involves coordinating resources, managing risks, and ensuring that the project remains within its scope, timeline, and budget. At this stage, financing mechanisms must be exposed, and development partners must be identified. To this end, PAPU and the AUC are planning to organize a Donors' Conference. To facilitate the organization of the Conference, the AUC has set aside funds and PAPU is expected to provide additional funding.

During the Conference, it is expected that impactful projects and programmes would be identified for implementation. Furthermore, it is expected that the Conference would:

- a) Agree on the most relevant methodology for implementation;
- b) Delineate the organization's existing network;
- c) Develop a strategy for engaging potential donors for the conference and how to approach them;

- d) Develop appropriate and shareable communication materials (e.g., emails, letters, and flyers) and request specific support.

The meeting took note of the report as presented and adopted it.

8.0 DISASTER RISK MANAGEMENT WORKING GROUP MEETING REPORT

The Disaster Risk Management Working Group Report was presented by Ms Jeanne Nancia, the 2nd Vice Chairperson (Madagascar), since the Chairman, Mr. Mogale Maenetja (South Africa), was not yet available. The Report was presented vide **PAPU/CAT/SC/01/2025-Doc N°05**.

The main thrust of the Report was as follows:

- i) UPU Workshop on Disaster Risk Management for African Countries;
- ii) Presentation on the Capacity building and financing mechanisms by the Chair of the Working Group on Disaster Risk Management;
- iii) PAPU Disaster Risk Management Initiatives (Cyclone Chido; Cyclone Dikeledi Cyclone Jude and floods in the DRC)

The Committee noted the report for submission to the Administrative Council.

8.1 UPU Workshop on Disaster Risk Management for African Countries

PAPU, in collaboration with UPU, organized a workshop on Disaster Risk Management for African Countries, which was held from 25 to 27 November 2024 at the PAPU Tower in Arusha, United Republic of Tanzania

The objectives of the workshop were:

- a) Bring together Disaster Risk Management (DRM) focal points from the Africa region to raise awareness and build capacity;
- b) Train participants on lessons learned from past disasters, focusing on those that occurred in the Africa region;

- c) Raise awareness among participants of the need to develop a Business Continuity Plan (BCP) following the models proposed by the UPU;
- d) Inform participants about man-made disasters;
- e) Provide detailed information on disaster losses and highlight the need for active participation in disaster management;
- f) Facilitate the sharing of experiences on the types of early warning systems available in each participating country;

Discuss the need to involve all stakeholders (multi-stakeholder participation) in prevention, preparedness, response, recovery, and mitigation actions.

8.2 Disaster Risk Management (DRM) Working Group Expert Team on Capacity Building and Financing Mechanisms Report

The Committee considered a Report of the Meeting which was virtually on ...2025 during which the Chairman of the Expert Team (Zimbabwe) highlighted that Disaster Risk Management (DRM) in the **postal sector** poses unique challenges due to the crucial role of postal services in communication, trade, logistics, and essential public services. Key issues related to disaster risk management in the postal sector include:

- a) Vulnerability of infrastructure;
- b) Operational and logistical continuity;
- c) Cybersecurity threats;
- d) Communication challenges;
- e) Workforce safety and preparation;
- f) Emergency services and social role;
- g) Limited funding for digital rights management;
- h) Climate change and emerging risks;
- i) Lack of coordinated disaster planning;
- j) Technology addiction.

8.3 PAPU Disaster Risk Management Initiatives during Cyclones Chido, Dikeledi, and Jude, and Floods

The Committee was informed that as a result of tropical cyclones Chido, Dikeledi and Jude as well as Floods which occurred in December 2024 through to April 2025 in Madagascar, Mozambique, Malawi and DRC,

PAPU, through the Disaster Risk Management Working Group, expressed sympathy to the affected countries for the difficulties and damage caused by the phenomenon. The General Secretariat also appealed to the Designated Operators in the affected countries to remain vigilant and prepare for further developments, noting that the cyclones had already damaged property and were likely to hit other areas in other Member States. Fortunately, no operator was adversely impacted by these incidents.

The document was adopted following clarification that Zimbabwe was working on the PAPU Concept Note on Disaster Risk Management for Capacity Building and Funding Mechanisms, which would take care of how Disaster Risk Management funds (should a fund be established) would be managed.

9.0 Next Steps on the Opening Up of the UPU to Wider Postal Sector Players

Cameroon, Chair of the former Opening Up of the UPU to Wider Postal Sector Players Task Force on the way forward of the Task Force presented document **PAPU/CAT/SC/01/2025-Doc N°06** whose main thrust was that during the 42nd Ordinary Session of the PAPU Council of Administration adopted the Task Force report (through the Strategy Committee), which contained the Fourth Extraordinary UPU Congress results. Following the adoption of the report, it was recommended, among other things, to establish a new working group or task force to monitor developments arising from the recommendations of the Fourth Extraordinary Congress, which was held in October 2023 in Riyadh, Saudi Arabia.

Following the recommendation made during the virtual meeting of the Task Force, which was held on 12th March 2024, the General Secretariat, via email of 14th March 2024, invited Member States to provide their opinion on the following key points:

- a) Should the body remain a Task Force or a working group within the Strategy Committee?
- b) Given point "a" above, what should be the name of the resulting organ?
- c) The draft ToRs (prepared by the Secretariat) should be reviewed to ensure that it is consistent with the recommended new mandate

The deadline for receiving the responses was 29 March 2024. Only Namibia responded by providing its views and suggesting that the A Working Group within the Strategy Committee be established. Namibia also offered input to be included in the draft ToRs.

The Committee unanimously adopted the report.

10.0 REPORT OF THE GENERAL SECRETARIAT ON INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

The General Secretariat presented document **PAPU/CAT/SC/01/2025-Doc No. 07** relating to the General Secretariat's Information and Communication Technology activities.

The report's main objective was to take stock of the General Secretariat's activities on ICT and the developments that have taken place within the ICT unit. The report focused on the following main areas:

a) IT support services of the General Secretariat

The ICT Unit provides support services at the PAPU General Secretariat by carrying out all ICT-related matters. The Unit is currently overseen by the ICT Officer who has one staff member, an ICT Technician, who reports to the ICT officer. The ICT Officer coordinates the unit's activities and oversees its attainment of its objectives and mandate.

b) General support functions

The ICT unit is accountable for the following areas in the General Secretariat;

- i) Develops, maintains, and reviews ICT activities and operations at the General Secretariat;
- ii) Enforces standards and procedures about the application of ICT systems throughout the General Secretariat;
- iii) Implements and maintains hardware and software infrastructure systems at the Secretariat;
- iv) Coordinates and provides technical support to end-users of ICT systems solutions;
- v) Manages programming and database administration, including management of central database, websites, Internet, intranet, and webmail;
- vi) Ensures electronic security of sensitive and critical Secretariat systems;
- vii) Prepares specifications, tests, and registers all ICT equipment of the Secretariat;

Provide ICT training for the General Secretariat Staff.

c) Acquisition of IT resources for the General Secretariat

In the month of June 2025, the Unit provided the technical support to the procurement process for the following Information Technology assets for the General Secretariat staff:

- Six new laptops for the General Secretariat staff, whose laptops were aged and not working efficiently.
- Fourteen desktop computers equipped with wireless access cards, to augment the available computers of the General Secretariat staff.

d) Revamping the PAPU website.

Revamping the website is already underway and is currently in the design phase. The estimated completion date is mid-July 2025

The Committee was informed that the Secretariat is being assisted by Member States and the Nelson Mandela Institute of Science and Technology to revamp the Website. The team members in charge of the website redesign project is given below:

Country/Organization	Names & first names
Democratic Republic of the Congo	Mr. Swedi Tambwe Michael, Mr. Nsoni Mpongo Bienvenu, and Mr. Kanku Kabwe Evariste
Ghana	Mr. Stephan Onumah
Kenya	Mr. Raphael Njeru, Moses Kefa, and Timothy Gimode
Tanzania	Mr. Iddi Selemani
Zimbabwe	Mr. Stanford Nyakudya
Nelson Mandela Institute of Science and Technology	Dr. Mussa Ally

The team is undertaking the following tasks and functions:

- Improve the overall visibility of PAPU
- Improve user experience
- Encourage active participation (attendance) of members
- Facilitate communication
- Site security
- Etc.

11.0 PROGRESS REPORT ON THE PAPU ICT CAPACITY BUILDING CENTER

The General Secretariat presented a document entitled **PAPU/CAT/SC/01/2025 - Doc No. 08**, relating to the Progress report of the PAPU ICT Capacity Building Centre. This report was presented for review and noting. It described the strategic positioning and role of the Centre in the digitalization of the postal sector in Africa, which will be done through face-to-face training and capacity-building workshops, in collaboration with partner organizations.

11.1 Importance of the PAPU Capacity Building Center

The committee was informed that the PAPU Capacity Building Centre is essential for the following reasons:

- i) Supporting the digitalization of postal services in Africa is essential. The PAPU General Secretariat is embracing digitalization to support the revolution in Africa's postal sector, making it more agile, customer-centric, competitive in the global market, and capable of serving the continent's emerging digital economies.
- ii) It plays a crucial role in postal digitalization by equipping postal employees across Africa with the skills and knowledge needed to adapt to rapidly evolving technologies.
- iii) It is also a UPU Centre of Excellence that provides capacity building in UPU-developed programmes.

11.2 Collaboration with the Nelson Mandela African Institute of Science and Technology

PAPU and the Nelson Mandela African Institute of Science and Technology signed a Memorandum of Understanding to create knowledge partnerships that will contribute to cost-effective and efficient education and human resource development for PAPU members.

Below are some of the areas of assistance that the Institute would assist in:

- Provide the necessary support for the successful implementation of e-commerce profiling, postal digital transformation, and postal regulation initiatives;
- Share knowledge and best practices in the areas of digital transformation and smart cities;

- Support PAPU in strengthening digital skills and facilitating the digital transformation of postal services in PAPU member states;
- Work with PAPU to jointly develop a strategic framework that helps the Union achieve its mandate and objectives;
- Be available to provide training to PAPU members on digital transformation, Big Data analysis, cybersecurity, monitoring, and tracking of parcels using digital solutions;
- Provide training or deploy solutions in PAPU member states, in partnership with PAPU.

11.3 Activities that were carried out at the PAPU ICT Capacity Building Center

Workshops organized at the PAPU tower

- ✓ Trainpost Workshop from October 21 to 25, 2024;
- ✓ Roundtable on remuneration from November 28 to 29, 2024
- ✓ PAPU Digital Financial Services Workshop from 11th to 13th December 2024.

12.0 ANNUAL ACTION PLAN OF THE STRATEGY COMMITTEE (JUNE 2025 – MARCH 2026)

The General Secretariat presented Document **PAPU/CAT/CS/01/2025 - Doc No. 09** relating to the annual action plan of the Strategy Committee for the period June 2025-March 2026.

Following **Decision No. 02/PAPU/CP/X/2021** on aligning the PAPU programme of activities with the UPU programme of activities taken by the 10th Ordinary Session of the PAPU Plenipotentiary Conference held on 25 June 2021 in Victoria Falls, Zimbabwe, the 11th Ordinary Session of the Plenipotentiary Conference will be held no later than six (6) month after the 28th UPU Congress scheduled in September 2025. Thus, the mandate of the Committees will continue during the transition period until March 2026.

Given the above and to ensure the smooth continuation of the Strategy Committee's work, a draft annual Action Plan for the period from June 2025 to March 2026 has been submitted to the Committee for consideration. This draft annual action plan is attached as **Annex 1**.

The document was adopted with some amendments relating to the readjustment of the timeframes as raised by Kenya, on the one hand, and a possible prior online meeting on setting up DRC, investment, and IT Expert Teams, on the other hand.

13.0 DATE AND VENUE OF THE NEXT MEETING

The Committee was informed that the General Secretariat will communicate the date and venue of the next meeting of the Strategy Committee in due course once the meeting schedule has been finalized. Working group meetings will be organized as needed during the year.

14.0 AOB

14.1 An update on the Work of UPU Council of Administration (CA) Committee 2: Customs Policy and Regulatory Issues was presented by Egypt as follows:

Egypt gave an update on the UPU CA Committee 2 work till the meeting held on 18th June 2025 and the potential Congress proposals to amend the Convention.

Particular attention was given to Annex 1 on the Legal Advisor's Memorandum on assessing specific policy and regulatory issues associated with Electronic Advance Data.

It was emphasized that the EU ICS2 R2 regulations violate the fundamental principles of freedom of transit and non-discriminatory treatment of international postal items.

The legal note also shows that not only UPU Acts safeguard the principle of freedom of transit, it also shows that WTO, and WCO legal frameworks protect freedom of transit as in article V.2 of the GATT 1994 which provides that "*there shall be freedom of transit through the territory of each contracting party, via the routes most convenient for international transit, for traffic in transit to or from the territory of other contracting parties*". Accordingly, goods transiting from any WTO member must be allowed entry whenever destined for the territory of a third country.

In addition to the consistency of UPU ACTs with the WTO and WCO legal frameworks of, in terms of freedom of transit, UPU ACTs are in line with Article 27 of the Vienna Convention on the Law of Treaties (1969), which states that "A party may not invoke the provisions of its internal law as justification for its failure to perform a treaty

In that regard, Egypt implored Member States to participate in the TF meeting to be held on 26th June 2025 as the invitation will be extended to all CA members to take note of the Task Force's work proposals during

the 28th UPU Congress. Egypt also proposed that PAPU make an Expert Team to monitor the work on the UPU Customs policy and prepare for the African countries' position on the final work of the CA C2 Task Force to be presented to the congress.

Furthermore, Egypt proposed that a team of experts properly digest the work on this matter. To this end, the following members volunteered to be on the team: South Africa, Burkina Faso, Ghana, Morocco, Niger, Uganda, and Tanzania.

15.0 ADOPTION OF THE COMMITTEE'S REPORT

The General Secretariat presented the draft report on 20th June 2025 to the Committee, and it was adopted by acclamation. A draft resolution to be submitted to the Administrative Council for consideration and adoption is attached as **Annex 4**.

16.0 CLOSING

The Chairperson thanked the delegates for their active participation during the Committee meeting and, in particular, for proposing relevant resolutions to improve the activities of the working groups and task forces. She thanked the General Secretariat for its continued support, for ensuring that documents were prepared on time, for picking up delegates from the airport to their respective hotels, and for the quality of service the team and interpreters provided.

Status of Implementation of the Strategy Committee Action Plan 2024/2025

COMMITTEE 4: STRATEGY COMMITTEE (SC) 2023/2025						
S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In Progress	Not Done
DISASTER RISK MANAGEMENT WORKING GROUP						
1.	<u>Risk Identification</u>	i) Consider periodic risk assessment reports and recommendations and submit them to the Committee.	Bi-Annually			
2.	Risk Management Framework	i) Guide Member States in ensuring an inclusive, resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);	Q2 2023			
3.	Knowledge management and sharing	i) Recommend and guide on the organization of capacity-building sessions and workshops for knowledge sharing on Disaster and Risk Management;	Q 2 2023			
4.	Recovery Interventions and Mechanisms	i) Ensure that Information Management Systems (IMS), including Data Protection and Cybersecurity for disaster response and early recovery, are readily available, etc.	Bi-Annually			

		ii) Develop Post Disaster Needs Assessment (PDNA) initiatives to inform recovery and resilience interventions in line with international best practices	Q 3 2023			
		iii) Guide Member States on partnership coordination for disaster response and recovery interventions as well as mutual accountability for collective outcomes;	Q 3 2023			
INVESTMENTS AND PROJECTS WORKING GROUP						
5.	Monitoring and Evaluation of Projects or Investments	i) Receive and analyze Project assessment reports and guide the General Secretariat appropriately	Bi-annually			
		ii) Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities:	Q 2 2023			
		iii) Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects	Q 2 2023			
		iv) Monitor the return on investments/assets and the balance between risk and return of the Union's investments	Q 3 2023			
		v) Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken	Q 4 2023			
6.		i) Summarize reports on Investment opportunities & report to the Strategy Committee	Annually			

	Knowledge management and sharing	ii) Propose and guide the organization of workshops to sensitize stakeholders to investment opportunities.	Annually			
7.	Project Management Working Policy	iii) Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling, and closure of projects.	Q 1 2024			

TASK FORCE ON OPENING UP OF THE UPU						
8.	Africa's consolidated position on the Opening up of the UPU.	i) Study, advise upon, and prepare a Congress proposal, if necessary, on opening up the Union to wider postal sector players (embracing areas such as labeling standards, data protection, data storage, etc.	Q 2 2023			
		ii) Collate and coordinate the PAPU Member States' positions on opening up the UPU to wider stakeholders.	Q 2 2023			
		iii) Conduct an Impact Assessment of the submitted proposals and studies	Q 3 2023			

STRATEGY COMMITTEE ACTION PLAN

JUNE 2025-MARCH 2026

S/N	SUBJECT MATTER	MILESTONE	PERIOD	RESPONSIBLE
DISASTER RISK MANAGEMENT WORKING GROUP				
1.	Knowledge Management and Sharing	i) Make recommendations and give guidance on how to organize capacity-building sessions and workshops for knowledge sharing on disaster risk management.	On-going	DRM Working Group
		ii) Setting up a Team of DRM Experts for training and awareness-raising in the Member States	November 2025	DRM Working Group
2.	Risk Management Framework	Determine the mapping of the most frequent disaster risks by area (Questionnaire)	October 2025	DRM Working Group
INVESTMENT AND PROJECTS WORKING GROUP				
3.	Monitor PAPU TOWER Project	Periodic reports on the PAPU Tower, in particular on financial performance, marketing, and contributions from Member States	June 2025-March 2026	Investment and Projects Working Group

4.	Diversification of Investment Choices	i) Setting up experts for financing and real estate project management activities	March 2026	Investment and Projects Working Group
		ii) Pursue strategies and mechanisms to improve financial performance and to reduce the payback period of the PAPU Tower investment		
		iii) Provide guidance on off-shore investment opportunities	On-going	Investment and Projects Working Group
ICT CAPACITY BUILDING CENTER				
5.	Course Formulation	Make recommendations on capacity-building sessions and workshops for knowledge sharing and upskilling on ICT matters.	On going	General Secretariat and Strategy Committee
		Identifying the ICT Experts Team that will advise on IT issues to the Union and General Secretariat	On going	General Secretariat and Strategy Committee

RECOMMENDED PROJECTS AND PROGRAMS FOR THE NEXT CYCLE BASED ON THE STUDY

No.	PILLAR	PROJECT/PROGRAM
1.	Adoption of regulatory reforms	Develop the legal framework to integrate electronic postal services into the universal postal service.
		Establish a legal framework that encourages collaboration with startups.
2.	Development infrastructure and mobile applications	Address post office power supply and connectivity issues by completing the implementation of the Electrification and Connectivity Project (ECP).
		Implement a cybersecurity policy.
		Develop a mobile application dedicated to postal activities
		Develop a mailbox management solution
3.	Development of digital postal services linked to electronic administration (e-government)	Adapt and adopt the digital identification interoperability framework
4.	Strengthening the role of postal services in digital payments and financial services	Creating a digital solution for payment on delivery
		Developing an electronic wallet linked to mobile money within postal operators
5.	Development of B2C e-commerce platforms, focused on postal products and SME products	Transforming static postal operator websites into dynamic merchant sites
6.	Recommendations for support functions	Strengthen capacities and develop skills and human resources
		Support digital transformation by implementing a quality management system (QMS).

POOL OF PROJECTS AND PROGRAMS FOR THE NEXT STUDY CYCLE

PILLAR	RECOMMENDATIONS	NO	PROJECT OR PROGRAM	PRIORITY AREAS	STAKEHOLDERS AND POTENTIAL PARTNERS
Adoption of regulatory reforms	Include positions in national priorities	1	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Regulatory Authority (RA), Ministry of Planning, Finance and the Digital Economy, UPAC, CUA, CER
	Develop the legal framework to integrate electronic postal services into the universal postal service.	2	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Regulatory Authority, the Ministry responsible for the digital economy PAPU,
	Granting the postal operator the status of registration authority for electronic services	3	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Ministry in charge of the digital economy
	Create a common fund for the digital economy	4	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Regulatory Authority, Ministry of Finance, the Ministry responsible for the digital economy
	Establish a legal framework that encourages collaboration with startups	5	Project	Engage in digital transformation Adopting e-commerce	Ministry in charge of the digital economy PAPU,

Development infrastructure and mobile applications	Address power supply and connectivity issues of post offices by completing the implementation of the Electrification and Connectivity Project (ECP).	6	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Ministries responsible for the digital economy, energy, the environment, PAPU
	Equipping post offices with innovative IT infrastructure solutions	7	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator
	Implement a cybersecurity policy	8	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, UPU, PAPU, CER
	Develop a mobile application dedicated to postal activities	9	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Startups
	Develop a mailbox management solution	10	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Startups
	Implementation of an SMS/email notification platform for customers	11	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator
	Deploy a business management system	12	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator

Development of digital postal services linked to electronic administration (e-government)	Convert the post office into an advanced counter to offer the public online administration services	13	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry responsible for the digital economy
	Develop the electronic registered mail "PREM"	14	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry responsible for the digital economy
	Evaluate the launch of a hybrid mail platform	15	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry responsible for the digital economy
	Create a remote registration platform for university students	16	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal Operator, Ministry of Education
	Adapt and adopt the digital identification interoperability framework	17	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Ministries responsible for the digital economy, PAPU, CUA, CER
Development of electronic logistics for shipping and delivery of parcels and packages for e-commerce	Generalize the use of the IPS-CDS telematics tool and the necessary interfaces.	18		Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, UPU
	Develop an electronic counter solution (POS and ePOS)	19	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator/Start-up, PAPU

	Build a reliable national network of local door-to-door (last mile) delivery partners and an integrated international network.	20	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Regulatory authority
	Develop a network of relay points and smart locks	21	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Regulatory authority
	Give the position the status of customs agent	22	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry of Finance
Strengthening the role of postal services in digital payments and financial services	Developing an electronic wallet linked to mobile money within postal operators	23	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry of Finance, Central Bank
	Granting the postal operator the status of a mobile money issuer	24	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, Ministry of Finance, Central Bank
	Creating a digital solution for payment on delivery	25	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, UPU
	Implement an "e-banking" solution to develop postal checks, savings, and postal financial services.	26	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator

Development of B2C e-commerce platforms, focused on postal products and SME products	Transforming static postal operator websites into dynamic merchant sites	27	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, PAPU start-up
	Launch, in collaboration with third parties and partners, a multi-vendor B2C and/or G2C marketplace.	28	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, PPP
	Development of services related to warehousing and order fulfillment	29	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, PPP
	Promoting innovation in philately	30	Project	Engage in digital transformation Improving customer experience	Postal operator, UPU, PAPU
Recommendations for support functions	Development of digital addressing	31	Project	Engage in digital transformation Improving customer experience	Postal operator, start-up, UPAC
	Setting up an outsourced call center	32	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, PPP
	Strengthen capacities and develop skills and human resources	33	Project	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator, PAPU
	Implement a digital marketing action plan	34	Program	Adopting e-commerce Improving customer experience	Postal operator

	Promote the use of artificial intelligence (AI) technologies in the job	35	Program	Engage in digital transformation Adopting e-commerce Improving customer experience	Postal operator
	Support digital transformation by implementing a quality management system (QMS).	36	Program	Improving customer experience	Postal operator, UPU
	Develop an organizational structure adapted to the new requirements of digital transformation.	37	Program	Improving digital transformation	Postal operator, PPP, UPU, PAPU

Draft Resolution No. ... /PAPU/AC/XLIII/2025

On Strategy-related Issues

The Administrative Council of the Pan African Postal Union (PAPU), meeting at its 43rd Ordinary Session in Arusha, United Republic of Tanzania, from 24th to 25th June 2025;

The Administrative Council of the Pan African Postal Union (PAPU), during its 42nd Ordinary Session in Arusha, United Republic of Tanzania, from 11th to 12th June 2024;

Recalling the establishment of the Strategy Committee by the 10th Plenipotentiary Conference in Victoria Falls, Zimbabwe, by Decision No.04/PAPU/PC/X/2021 creating two new Administrative and Technical Committees at the Pan African Postal Union (PAPU);

Further recalling that the Terms of Reference (ToRs) of the Committee were approved by the aforementioned 10th Plenipotentiary Conference held in Victoria Falls, Zimbabwe;

Considering that the Committee continued its work for the cycle and held a meeting to deliberate on specific issues relating to Strategy;

Acknowledging that, indeed, the specific issues have been deliberated and agreed upon;

Do hereby adopt the Strategy Committee Report.

Further adopts the recommendations contained in the report on the following:

1) Future PAPU Strategy

- a) The General Secretariat is invited to add the GMS survey and its recommendations to the Strategy document's annexes.
- b) The Committee recommends focusing on a few priority projects, including digital transformation, e-commerce, and related services.

- c) It was recommended that a team of volunteers be set up to improve the draft 2026-2030 Strategic Plan.

2) Disaster Risk Management (DRM)

- a) Capacity building initiatives should be continued in the next cycle to increase the pool of DRM experts and generate greater **sustainable capacity of DOs to plan and implement disaster risk management (DRM), thereby reducing vulnerability.**
 - i. The General Secretariat should continue its knowledge management and sharing efforts in collaboration with the designated UPU experts identified during the workshop.
 - ii. The PAPU General Secretariat shall finalize the processes for establishing a team of DRC experts to be selected from each sub-region, according to the criteria developed by the General Secretariat following the PAPU/UPU DRC workshop held in November 2024.

3) Task Force on Opening of UPU to Wider Postal Sector Players

- i. The continuation of the work of the working group,
- ii. DOs should give their opinion about:
 - a. the body remain a Task Force or become a working group within the Strategy Committee?
 - b. Given point "a" above, what should be the name of the resulting organ?
 - c. The draft ToRs should be reviewed to ensure that it is consistent with the recommended new mandate
- iii. The newly created body should be integrated into the bodies proposed for the next PAPU cycle.

4) Investments and Projects Working Group

- i. Member States should pay their contributions regularly, not only to ensure the sustainability of this project, but also to support the efforts of the host country, which has so far financed the expenses related to the PAPU Tower project.
- ii. PAPU must continue working with AUC to organize a Donor's conference to raise capital for the identified projects.

- iii. It was recommended that the secretariate approaches internationally recognized real estate experts to market the PAPU tower both locally and internationally.

4. UPU CA Committee 2 (Customs Policy and Regulatory Issues) Update

Concerns with EU ICS2 R2 regulations, which violate international postal freedom of transit. There is need for Legal justifications from UPU Acts, WTO rules (GATT 1994), and the Vienna Convention affirming postal transit rights.

Action Proposed:

Formation of a PAPU Expert Team to track the UPU CA C2 work and formulate a joint African position.

Calls on Member States and the General Secretariat to implement the recommendations mentioned above;

Instructs the General Secretariat to coordinate the implementation of the Committee's activities and to inform the 44th session of the Administrative Council.

Done in Arusha, Tanzania, on 25th June 2025